U.S. Army Garrison, Fort Hood

Centralized Barracks Management

PHMA Conference
25 Jan 07
Robert Erwin, C Housing Div

Our Mission **-** *U.S. Army Garrison Fort Hood, a power projection platform, in support of the full spectrum of operations: provides responsible stewardship of resources; provides services and maintains infrastructure; enables training of joint/combined expeditionary forces; mobilizes/demobilizes RC forces; establishes a safe, secure environment; provides for the well-being of the DA Family; fosters relationships with surrounding communities; and sustains/supports Army transformation.*

Fort Hood – DoD's enduring "Great Place" -- the Army's Premier Installation;

Ready for any mission;

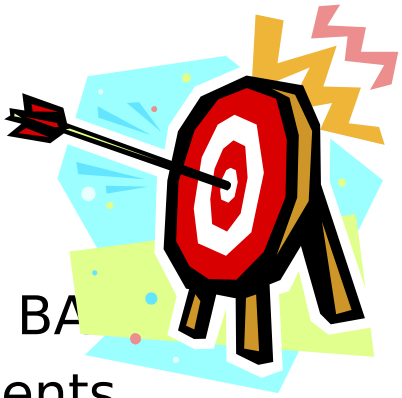
Leading change in the Army;

Committed to the well-being of our DA family

Background

- Centralized Barracks Management (CBM) is the program that transfers the administrative responsibility of the day-to-day operations of the barracks from the assigned units to the garrison staff
- Is in line with the Army's philosophy of having "Soldiers doing Soldier things", and the "garrisons doing garrison things". It removed duties that distract from the combat mission
- CBM operation is analogous to property management/apartment management. Typical tasks include:
  - Assignments/terminations of rooms
  - Key management
  - Property accountability
  - Utilization reporting
  - Access to rooms for maintenance
  - Perform "vacant quarters maintenance"

CBM Goals



- Improve the quality of life for single Soldiers
- Improve barracks utilization rate
- Reduce number of Soldiers needlessly collecting BA
- Manage vacant barracks spaces during deployments
- Reduce maintenance response time
- Reduce damage to building and furnishings by holding individual Soldiers accountable
- Extend the life of furnishing/renovations
- Act as an extension (*not a replacement*) of the chain of command

Cost Benefits

Extending the life of barracks furnishing by 15%

- By holding Soldiers financially accountable for non-fair and tear damage

Extending the life cycle for whole-barracks modernization by 5%

- By performing neglected “self help” maintenance
- By establishing a “between-occupancy” maintenance program

Reduction in BAH payments by 10%

- By better management of available barrack spaces

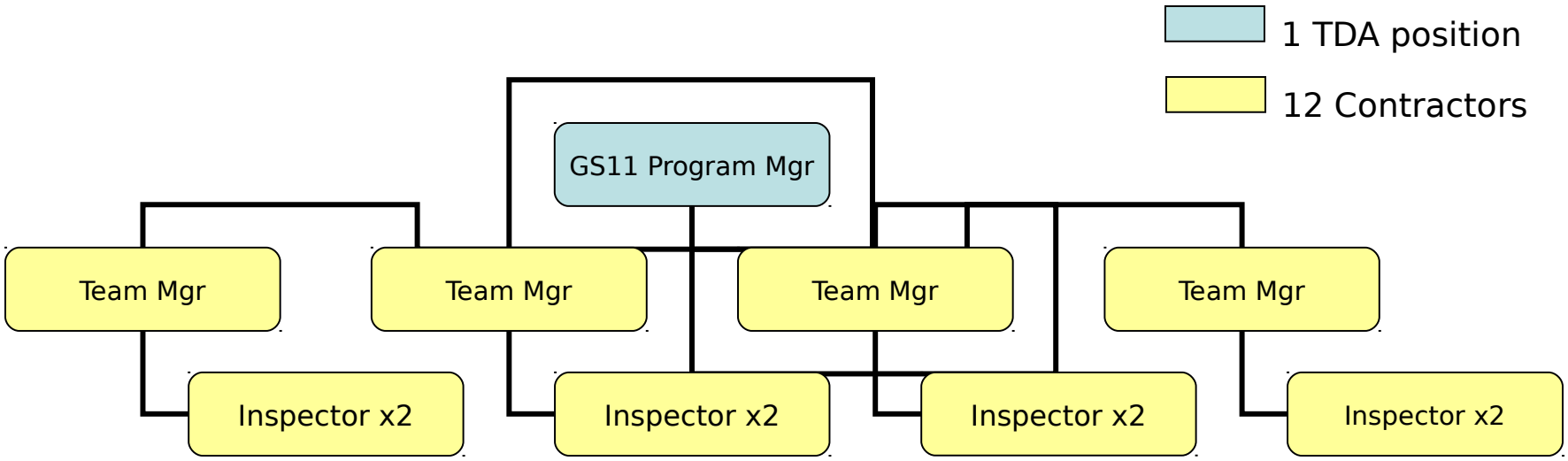
Potential Cost Savings at Fort Hood:

- $600k/year furnishing
- $200k/year facility maintenance
- $5.9m/year reduction in BAH payments

History of CBM at Fort Hood

- Oct 2004, ACSIM pilot program, Fort Hood stood up CBM in support of the 4th Infantry Division (4ID) deployment/redeployment

- 1 Civilian and 12 Contract employees managing 6548 spaces

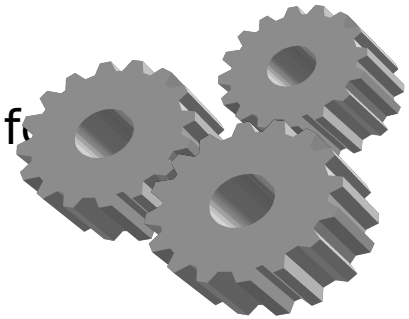


History of CBM at Fort Hood (continued)

- In October of 2005, the operational control of the CBM program was transferred from the Master Planning Division to the Housing Division.
- 24 Sep 2006, ACSIM provided $2.6m to expand CBM to the rest of Fort Hood
- Awarded a Time and Materials contract through the Dept of Treasury's "FedSource" program
  - Pursuing a traditional IDIQ contract through the local contracting command
- In the process of expanding to the rest of Fort Hood barracks spaces

Scope of CBM Program

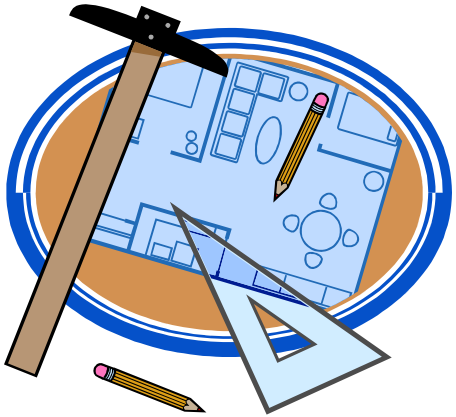
- Permanent-party barracks only (13,620-15,621 spaces). Does not include:
  - Transient barracks
  - Medical Hold
  - Training Barracks
  - Temporary barracks used by non-Fort Hood units f Mobilization/Demobilization



- Continue to use other DPW organizations
  - Service orders for barracks rooms – Maintenance Div
  - Mobilization, deployment planning – Master Planning
  - Property/Furnishings Management – Real Property
  - Statements of Non Availability – Real Property (soon to transfer to CBM)

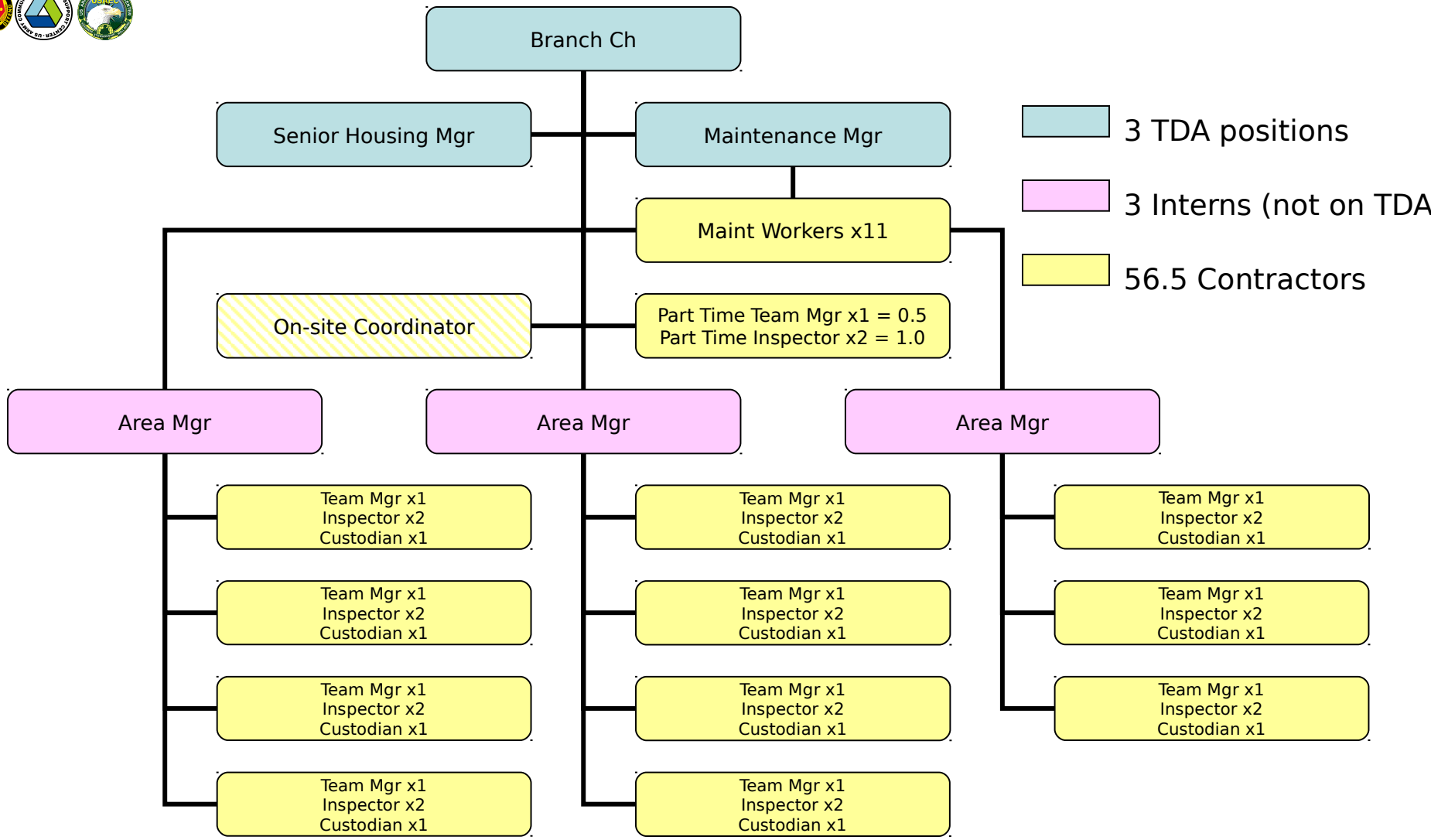
Staffing Planning Factors

- 1300 spaces / CBM Team
- 5 positions / Team
  - 1 Manager
  - 2 Inspectors
  - 1 Custodian/Laborer
  - 1 Maintenance Mechanic
- Night Crew
  - 1 Part Time Manager
  - 2 Part Time Inspectors
- Office staff
  - 1 CBM Chief
  - 1 Senior Housing Manager
  - 1 Admin/IT
  - Area Managers (1 per MSC or 5000 spaces)
  - 1 Maintenance Manager



Centralized Barracks Management

Current CBM Organization



Equipment/Supplies

- Vehicle requirements for CBM were provided via mileage reimbursement through the FedSource contract. This equates to approximately 100 miles per month per person, or about $29k/year.
- Office supplies for establishing 11 new CBM Teams was about $30k (one-time cost) and will be approximately $20k annually thereafter
- Practically all CBM employees have a requirement for a cell phone/radio. We chose to include the cost of providing the cell phones in the FedSource contract.
- CBM teams need at least 2 computers for both normal administrative functions and to operate the HOMES system.
- Two electric carts per team are also needed to travel between team offices and barracks rooms.

Facilities

- CBM teams require a 800-1000 SF building for at leas
  - Room for 3 office areas
  - Customer area / counter
  - Secure storage for keys
  - Bulk storage for supplies
- Most of the CBM team offices are in unused barracks day rooms
- Few teams utilize diverted barrack rooms.
- One of the largest challenges was the installation of phone and LAN support for the CBM teams.
- Team offices are designed to be available to walk-up customers… however, parking is required

Example CBM Team Facility

Funding

- Fort Hood's FY07 budget for CBM is $3.6m
- FedSource contract is $2.6m

$266 / space

- An annual budget of $3.6m divided by 13,620 barracks spaces equates to a CBM program cost of approximately $266 per barracks space per year.
- Budget includes a $180k line item for performing credit card services that are outside the capacity of the CBM teams.

Communicating Results/Progress

- Conducted many “pre-deployment” briefings
  - Won over the NCO leadership
- Briefed affected Commanders before implementing CBM for their barracks
- DPW used its web site, newsletters, local newspaper, email distribution, etc
- Weekly Update with Housing Division Chief, Bi-Weekly Update with Director of Public Works
- Collecting “Point of Service” customer feedback surveys for:
  - Assignments
  - Terminations
  - Leadership Assessment
- Preparing to conduct a survey of all barracks residents using Educational Benchmarking Incorporated (EBI)

Anticipated Pitfalls

What the nay-sayers say:

- Loss of unit integrity – Why can't I put my Soldiers where I want them?
  - We only provide unit integrity at the brigade (and sometime battalion) level
  - We have a higher obligation to maintain at least 95% occupancy

- Key Control – Why can't I have a master key?
  - Prior to implementing CBM, key control was out of control
  - We are available 24x7 to let leaders into rooms.

- Lack of Information – I don't know where my Soldiers are
  - We provide a copy of the by-name listing of Soldiers to leaders.
  - "grid" report which is a graphical floor plan of the building with the names of each Soldier printed in their assigned rooms.

Collecting for Damages

Fort Hood has “broken the code” on how to get funds from the collection of damages returned to the installation

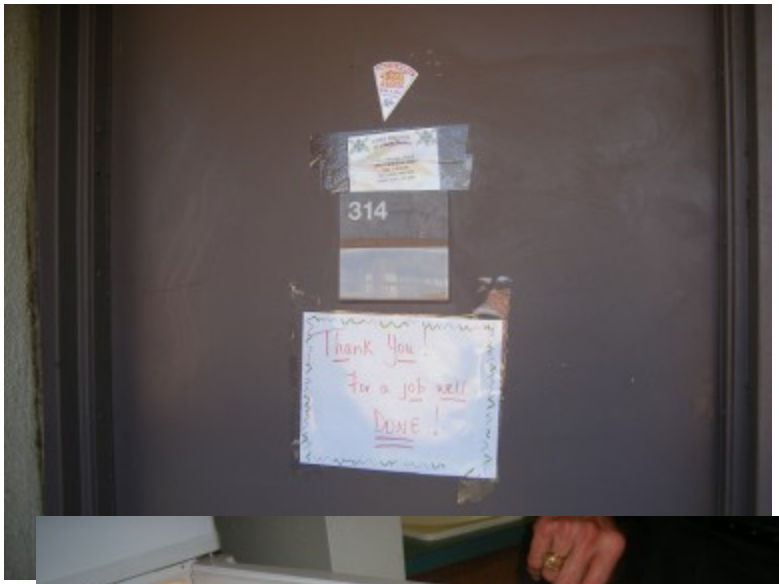
- Establish an account at Dept of Treasury
- Open local bank
- Use account code for DD139 (Statement of Charges)
- Create different classification codes for damage to Furnishing, Facilities, or Cleaning
- DD139’s go to DFAS
- Funds magically appear (2-3 months later)
- Also have provisions for taking checks/money orders directly to the bank

Current Status

Indicator	Current	Goal	% Complete
CBM Teams	**9**	**11**	**82%**
Employees Hired	**43**	**59**	**73%**
Spaces under CBM	**11401**	**15621**	**73%**
Buildings under CBM	**139**	**182**	**76%**

- Schedule is impacted by barracks coming out of renovation
- All items will complete by February/March 2007

Working with Family Readiness Groups

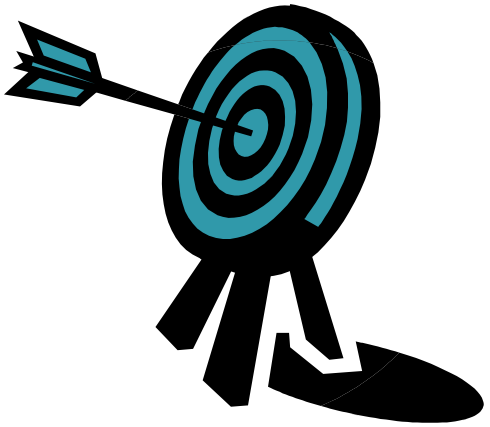


Short-term Goals

- Enhance Customer Feedback system
- Create additional web-site content
- Transfer (decentralize) “Saflok” keycard system to CBM Teams
- Issue Statements of Non Availability within CBM Branch
- Minor renovations to team offices, CBM main office
- Transfer Barracks Utilization Reporting responsibility to CBM
- Establish Barrack “champion” with Housing Div
  - overall responsibility for UPH facilities management.
  - planning/programming for facility component life-cycle replacement
  - minor renovations
  - furnishing replacement.
  - order credit card services
  - coordinate maintenance/repair issues for the barracks

Long-term Goals

- New office buildings for CBM teams
  - Waiting area with television and refreshments
  - Conveniently and centrally located within the Team's area
- New CBM Branch "main" office building
- Modernization of dayrooms
  - "Starbucks"-style internet cafe
- Develop/Fund furnishing replacement plan
  - "textbook replacement plan" = $11m/year
- Purchase 2 electric carts per team
- Secure TDA positions/Funding for sustained success



Centralized Barracks Management

Housing Division Long-Term Organization

Chief, Housing Services Branch GS-1173-13
- Housing Manager GS-1173-12
- **Housing Manager** GS-1173-11
- (4) **Housing Manager** GS-1173-09
- (3) **Housing Mgt. Asst** GS-1173-07

Leader, Special Staff RCI Specialist GS-0340-13
- **DCAA Financial Advisor** GS-0511-13
- **Program Management Analyst** GS-0343-12
- **Mgt Assistant** GS-0344-07
- **Housing Sergeant Major**
- **IT Specialist** GS-2210-09

Chief, Centralized Barracks Management Branch GS-0801-13
- **Senior Hsg. Mgr.** GS-1173-12
- **Hsg Mgt Ast**/SNA/Key/BUR GS-1173-07
- **Amertech PM**
- **After Hours Team** © MGR. / (2) © Insp

Chief, Engineering Support Branch GS-0801-13
- Gen. Engr. (OMA) GS-0801-12
- Gen. Engr. (AFH) GS-0802-12
- Gen. Engr. (AFH) GS-0802-11
- Engr. Tech. (AFH) GS-0802-09

Engr. Tech / Maint. Mgr. GS-0802-11
- (11) © **Maint Workers**

Hsg. Mgr. /GS-1173-11
- **Mgmt. Team** © Manager (2) © Inspectors © Custodian
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AFH, existing GS	OMA, required GS	© Contract	DCAA/Military
18	9	59	2

CBM "Gee Whiz" Statistics

- Since 1 Oct 06
  - Hired 48 new employees
  - Stood up 4 new CBM Teams
  - Inventoried/Transferred 22 buildings to CBM
  - Met 89 flights of incoming soldiers from redeployment
  - Processed 8266 redeployment mass assignments
  - Processes 720 deployment mass terminations
  - Processed 3251 internal assignment/terminations
  - Replaced 996 rooms of furniture
  - Processed 300 collections for $12.6k in damage

Fort Hood CBM motto:

RACKET

Rooms Assigned Clean and Kept Every Ti

Copies of this slide presentation and the
"How to do CBM" booklet are available at:
http://www.dpw.hood.army.mil/cbm